

## James Singleton – OPMA 403 Assignment 1

### Question 1:

**Service was met:** While travelling to Europe for a holiday last month, I booked my Air Canada flight using the company's internet website. While booking the tickets I noticed they had some preferred seats in the emergency exit aisle, which I was able to secure for an additional \$50.00. I also had the ability to request a special meal for dietary restricted individuals, had I the need. When I arrived at the airport for my flight, I didn't have to wait long to check my bag, as there were ample staff to accommodate the short queue. The food was good and I was also pleased with the personalized movie-on-demand console that was stored in the arm of my chair. The flight left on time and arrived on time. Overall my experiences were positive, my expectations were met and I would fly with Air Canada again. I would recommend Air Canada to a friend, and I would definitely tell anyone who is tall to spend the extra \$50 in each direction for the extra leg room in the emergency exit aisle.

**Service was exceeded:** While in Paris, my cousin took my wife and I to a very small wine bar. There were seats for 30 and a small cellar that housed wines from the many regions of France. The owner of the establishment, recognizing that French was my second language, made an effort to describe the wines in English and recommended some cheeses, and sliced meats that would go well with the wine. When it came time to order another bottle, I made the mistake of ordering a wine less robust than the one we had just consumed. The sommelier very politely explained to us that we should select a wine with stronger flavours than the one we had just consumed and explained to us why. The level of service exceeded that which I was accustomed to in Canada. The owner was also very knowledgeable about her product. I would recommend this establishment to anyone travelling to Paris.

**Not Met:** When I shop for goods, whenever possible I shop at Canadian owned retailers. A series of bad experiences at Rona has me frustrated and angered and I no longer shop there. Three times in a row I went to a particular location, and each time, I was unable to find the assistance I required. The cashier was rude and could be heard swearing to another co-worker. I have filled out a comment card and personally invited the store manager to contact me so I could tell him about the numerous other issues I had encountered in his/her store, but I never received a reply. I no longer shop at Rona, but I do shop at Totem, which is part of the same company. I get better service and free popcorn. Sadly I sometimes have to go shop at Home Depot, because Totem doesn't carry what I need.

## Question 2:

a) Sobeys Grocery Store Produce Department

One produce department is located in each of its approximately 1300 stores in 10 provinces across Canada. The produce department at the Strathcona Square Location employed between 12 and 16 employees, four to five of which are full-time employees. The department has weekly revenue in the range of \$85,000 to \$110,000.

b) **Create a Constancy of Purpose:**

This point is best described as the drive to stay competitive, stay in business, provide jobs, and let the profits follow.

As one of only two national grocery retailers in Canada, Sobeys Inc., with retail banners that include Sobeys, IGA, Foodland, Price Chopper and Thrifty Foods, must “create a constancy of purpose” in order to stay competitive in this market. By designing their various retail formats to have the right offering in the right-sized stores for each individual market they serve, they can compete in various markets, stay in business, and provide jobs in 862 communities.

**Cease Mass Inspection:**

This point illustrates that it is better to spend time and effort managing quality at its source than to waste energy and resources inspecting large amounts of product for non-conformance to quality standards.

Sobeys has built quality into their product by developing long term relationships with suppliers of choice. By selecting farms that grow fruits and vegetables of the highest quality, Sobeys can reduce the amount of mass inspection of product often required when dealing with perishable goods.

**Improve Leadership:**

This point illustrates that leaders must not only supervise and give direction to employees, but they must also provide leadership and guidance to help nurture and grow an efficient and effective work force with quality in mind.

Sobeys regularly sends its department and store managers to seminars where they are taught to improve their leadership abilities. Produce managers are also taught skills to share with their employees. By giving the managers the tools and information they require, they are better able to successfully lead their team towards their quality goals. In the case of the produce department, the goal is to remove any product from the shelf you wouldn't buy for yourself or your own mother.

**Break Down Barriers Between Departments:**

It is important to ensure that individual departments don't lose sight of the fact that they all work for the same company and they should be keeping the company's goals in mind.

Department managers from the Sobeys stores meet on a regular basis. They often discuss ways to help each other with issues and ways to cross-promote products from various departments. A produce manager who collaborates with the other departments can quickly eliminate a problem such as having too much product, which can lead to spoilage and a decrease in quality. For example, he could attempt to persuade customers to buy corn by placing the item next to the New York steaks in the meat department and persuading a customer it is the perfect item to accompany the steak they are cooking for dinner. This is only possible by breaking down the barriers between departments.

**Put Everybody to Work:**

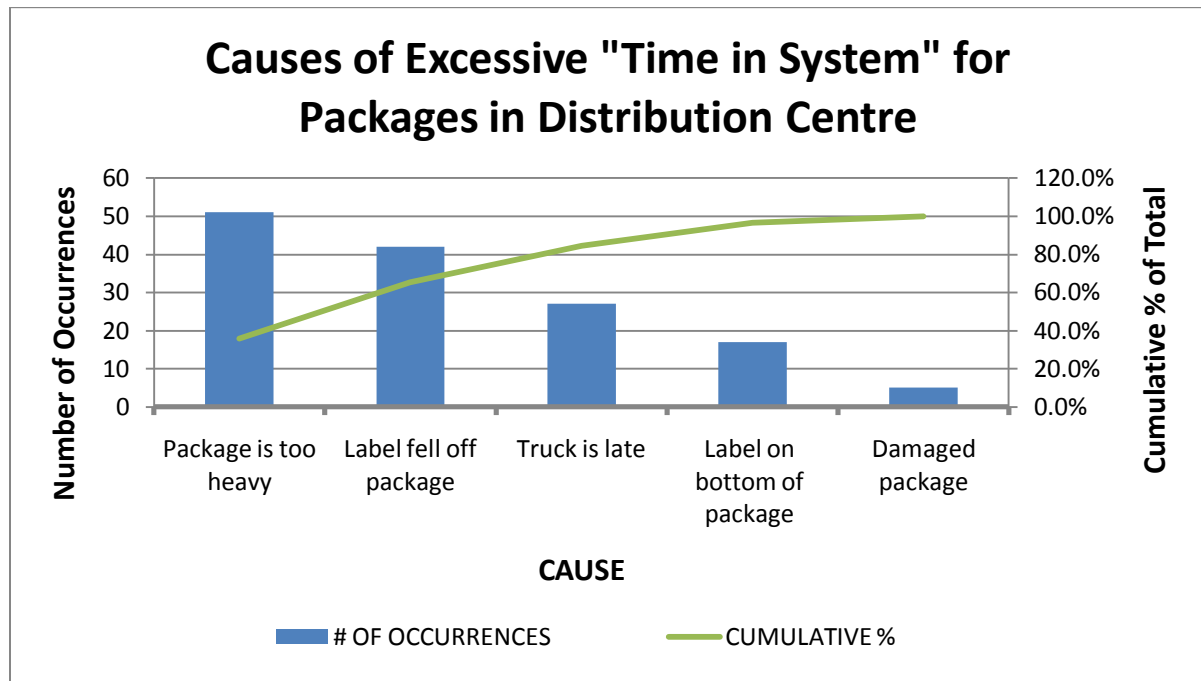
In order to ensure your company is going to produce products, or provide services, of the highest quality, employees at all levels in the company must align to accomplish this goal.

In order for the produce department at Sobeys to provide its customers with fruit and vegetables of the highest quality, a number of people have different roles to ensure the quality of the produce. The warehouse has to ensure they keep the produce in the optimal environment to maintain freshness, the stores must ensure the product is properly handled and refrigerated, the employees must carefully inspect the fruit as they put the fruit on display, and the cashier must look over the fruit just in case something slipped through.

c)

### Question 3:

a)



CAUSE	# OF OCCURRENCES	% OF TOTAL	CUMULATIVE %
Package is too heavy	51	35.9%	35.9%
Label fell off package	42	29.6%	65.5%
Truck is late	27	19.0%	84.5%
Label on bottom of package	17	12.0%	96.5%
Damaged package	5	3.5%	100.0%
Total	142		

- b) In order to address the issue of packages being too heavy, the distribution warehouse could impose a weight restriction on goods travelling through the distribution centre. Customers, whose goods are processed by the distribution centre, would be instructed to ensure that shipments do not exceed the designated maximum allowable weight. A scale could be placed at receiving areas in order to reject packages that exceed the weight restriction. Alternatively, the conveyer belt system could be upgraded to handle larger and heavier packages.

In order to address the label falling of the package problem, the distribution centre could seek a new supplier of labels or an alternative brand of label from the existing supplier, which has a stickier adhesive backing. Alternatively, the warehouse could replace the labels with a machine that stamps a bar code linked to the information directly on the package.

#### **Question 4:**

Print and highlight from Website: <http://www.nqi.ca/awards/Recipients/Recipients2009.aspx>